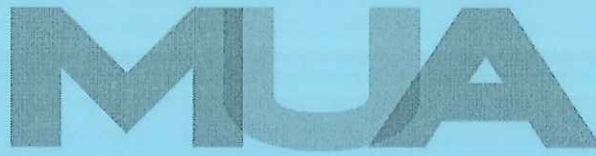


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UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF BACHELOR OF ARTS IN DEVELOPMENT STUDIES

**HRM 302: HUMAN RESOURCE MANAGEMENT COUNSELING**

**DATE: 12<sup>TH</sup> APRIL 2018**

**DURATION: 2 HOURS**

**MAXIMUM MARKS: 70**

**INSTRUCTIONS:**

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided.**

## QUESTION ONE

Read the Case Study below carefully and answer the questions that follow

### TOIL AND TARRY

American adults are working harder than ever before in their careers, according to researchers. In the last 15 years, the average adults leisure time has declined 40 percent from 26.6 percent to 16.6 hours a week. Those at the upper levels of their career ladder devote the longest to their careers dispelling the belief that employees at lower level of the organization must work longer hours to advance up the organization hierarchy. While the average adult spends about 47 hours a week working, studying, and commuting. Probably few individuals spend more time on the job than senior level executive's especially at large company. A survey of upper level among fortune 1000 companies found that executive work an average 56 hours a week. About 60 percent of the chief executive officers (CEO) work at least hours week (compared to 40 percent in 1980. Overall, several studies have found that the larger the company, the longer the larger the company, the longer the hours logged by managers. Clearly, many people are working longer hours. But do longer hours mean better performance? no, according to researchers, who have found that performance plummets after a certain number of hours on the job.

The exact number varies by occupy action and individual, but many researcher agree that any manager who works over 50 hours week is performing at less than is his or her best. Many career counselors advice that managers should work smarter, not harder, by adopting such strategies as scheduling the day's most difficult work during peak productivity time. Those hours when you are sharpest and at your best. It's also useful to complete tasks in one sitting, so time isn't wasted refocusing on the task after each interruption. It is important to know your limits- to point where your performance begins to decline - and to pace your work accordingly. These and other strategies can enable a manager to do 60 hours of work in 40 hour week. However be aware of many companies want workaholics individuals who labor evenings and weekends on the job. If two individuals are set for major promotion and are equally talented and are many career advisers assert that 9 out of 10



companies will promote the employee who toils 80 hours on the job each week over the one who can do the same job in 40 hours. Why? Because the 80 hour toiler sets an example that other employees see. The long hours communicate commitment and loyalty to the company. To prevent employees from overworking some companies lock all the doors after 7 pm each week day evening and for all but four hours on the weekends. To work afterhours, an employee must obtain permission from the boss.

**Required:**

- a) Describe problems that are depicted among the employees in the case study  
(5 marks)
- b) As a human resource manager can explain the problems that may be experienced by employees of the above company  
(4 marks)
- c) Suggest how an organization may improve its performance without necessarily overworking the employees  
(12 marks)
- d) Describe the advantages of an internal counselor in an organization such as the one in the case study  
(4marks)

**QUESTION TWO**

- a) Outline challenges that an external counsellor may face at workplace counselling exercise.  
(3 marks)
- b) Discuss the main characteristics of an effective counsellor for an organization  
(12marks)

**QUESTION THREE**

- a) Describe the following counseling therapy;  
( 6marks)
  - i. Behavioral therapy
  - ii. 11. Cognitive Therapy
- b) Explain the importance of theories in counselling.  
(9 marks)

**QUESTION FOUR**

- a) A Explain any three factors that may affect a counselling session. (6 marks)

- b) Discuss the functions of a human resource generalist in an organization (9 marks)

**QUESTION FIVE**

- a) Describe the importance of counselling to an organization (9 marks)  
b) Describe guidance as applied in organizations. (6marks)

**QUESTION SIX**

- a) Discuss the process of employee counselling at the work place (10marks)  
b) Justify the place of effective communication in organization (5 marks)